

## Message Text

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PAGE 01 BAMA KO 02011 01 OF 04 291105Z  
ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 SIG-03  
A-01 PER-01 ABF-01 EB-08 CA-01 AID-05 /055 W  
-----111109 292025Z /11  
R 281745Z APR 78  
FM AMEMBASSY BAMA KO  
TO SECSTATE WASHDC 9330

LIMITED OFFICIAL USE SECTION 1 OF 4 BAMA KO 2011

E.O. 11652: N/A  
TAGS: OGEN, ML  
SUBJ: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)  
PROCESS: MALI

REF: (A) STATE 063477, (B) STATE 069374, (C) 77 STATE 295540,  
(D) BAMA KO 1048, (E) BAMA KO 1789

FORM ZZB-1

1. TOTAL U.S. PERSONNEL	17
2. TOTAL FSL	69
3. TOTAL PERSONNEL RESOURCES AT THE EMBASSY; THAT IS, THE "CURRENT" LEVEL	86
A. PACKAGE I	55(A)
B. PACKAGE II	0(B)
C. PACKAGE III	31(A), (C)
D. PACKAGE IV	9(D)

FOOTNOTES:  
(A) DISTORTION FROM STRAIGHT 5 AND 10 PERCENT LEVELS BECAUSE  
OF RATION OF ONE AMERICAN POSITION EQUALS 33 FSL'S  
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(B) MINUS ONE FSL, PLUS ONE AMERICAN OFFICER FOR SAME TOTAL  
(C) ADDITION OF 31 FSL'S  
(D) ADDITION OF 3 AMERICANS AND 6 FSL'S

FORM ZBB-2 FOLLOWS BY POUCH.

FORM ZBB-3

1. DECISION UNIT: MALI

2. PACKAGE I OF IV

3. ACTIVITY DESCRIPTION

AT 90 PERCENT OF OUR CURRENT LEVEL, WE WOULD BE FORCED TO REDUCE OUR GENERAL SERVICES LOCAL STAFF BY 30 PERSONS, CONVERTING THEIR WORK TO A NON-PERSONAL SERVICES CONTRACT, AND TO COMBINE OUR POLITICAL AND CONSULAR OFFICER POSITIONS INTO A SINGLE OFFICER POSITION (DESIGNATED THE POLITICAL OFFICER POSITION FOR CONVENIENCE) TO PERFORM BOTH FUNCTIONS.

AT THIS MINIMAL LEVEL, THE FIVE-PERSON EXECUTIVE STAFF (AMBASSADOR, DCM, TWO AMERICAN SECRETARIES, AND FSL TRANSLATOR/SECRETARY/SOCIAL SECRETARY) WOULD CONTINUE TO HANDLE POLICY FORMULATION AND MANAGEMENT GUIDANCE FOR THE ENTIRE IMSSION AND ESSENTIAL REPRESENTATION AND PROTOCOL FUNCTIONS IN SUPPORT OF ALL MAJOR OBJECTIVES.

THE ONE-OFFICER, ONE-AMERICAN SECRETARY COMMERCIAL SECTION WOULD CONTINUE TO PROVIDE NECESSARY EXPORT PROMOTION AND EXPANSION SERVICES, INCLUDING ADVICE AND REPORTING ON INVESTMENT OPPORTUNITIES, IN SUPPORT OF LIMITED OFFICIAL USE

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OBJECTIVES I (E) (WHICH THE POST MOVED TO VI (A) AND VI (A)).

THE ECONOMIC SECTION, CONSISTING OF A SOLE OFFICER, WOULD CONTINUE TO UNDERTAKE BASIC ECONOMIC REPORTS AND DATA, INCLUDING REQUIRED CERP REPORTING, IN SUPPORT OF OBJECTIVES II (A) AND (B) AND IV (A).

THE POLITICAL AND CONSULAR SECTIONS WOULD BE CONSOLIDATED INTO A SINGLE UNIT, WITH ONE AMERICAN OFFICER AND ONE FSL. POLITICAL CONTACT WORK AND REPORTING WOULD BE PROVIDED AT ONLY A MINIMAL LEVEL, WITH SOME OF THE BURDEN SHIFTED TO THE EXECUTIVE STAFF, IN PARTIAL SUPPORT OF OBJECTIVES II (B), III, IV (A) AND (B), AND V.

BASIC CONSULAR SERVICES, INCLUDING AN ESTIMATED 300 NON-IMMIGRANT VISA CASES, 57 PASSPORT SERVICES, AND 64 ASSORTED SPECIAL CONSULAR SERVICES ANNUALLY, WOULD BE CONTINUED.

PRIMARY ADMINISTRATIVE SERVICES WOULD HAVE TO BE PROVIDED

TO THE RAPIDLY GROWING OFFICIAL COMMUNITY, MAINLY AID, ALTHOUGH THE GENERAL SERVICES LOCAL STAFF WOULD BE DEVASTATED BY THE ELIMINATION OF 30 DIREC-HIRE POSITIONS AND CONVERSION OF THAT WORK TO A NON-PERSONAL SERVICES CONTRACT.

4. RESOURCE REQUIREMENTS FY 78 FY 79 FY 80

THIS PKG CUMULATIVE  
ONLY

U.S. OFFICERS	9	9	8	8
U.S. STAFF	8	8	8	8
FSL'S	69	69	39	39

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TOTALS	86	86	55	55
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5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES

THE BASIC STRUCTURE AND TOOLS WITH WHICH THE EMBASSY SUPPORTS OBJECTIVES I (A), (B), AND (D), II (A) AND (B), V, AND VI (A) AND (B) REMAIN INTACT. THE CONSOLIDATION OF THE POLITICAL AND CONSULAR OFFICER POSITIONS WOULD SERIOUSLY AFFECT POLITICAL REPORTING AND CONTACT WORK, REDUCING OUR SUPPORT OF OBJECTIVES III AND IV (A) AND (B).

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ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 SIG-03

A-01 PER-01 ABF-01 EB-08 CA-01 AID-05 /055 W

-----111258 292025Z /11

R 281745Z APR 78

FM AMEMBASSY BAMA KO

TO SECSTATE WASHDC 9331

LIMITED OFFICIAL USE SECTION 2 OF 4 BAMA KO 2011

THE SHIFTING OF SOME OF THIS BURDEN TO THE EXECUTIVE STAFF WOULD REDUCE TIME AVAILABLE FOR POLICY GUIDANCE TO ALL ELEMENTS OF THE MISSION, SUPERVISION, AND MANAGEMENT. SINCE THE CONSULAR OFFICER IS ALSO THE SPECIAL SELF-HELP OFFICER, TIME AVAILABLE FOR SSH UNDER THE CONSOLIDATION WOULD BE SEVERELY CURTAILED, RESULTING IN AN UNFAVORABLE IMPACT ON OBJECTIVE I (C). FURTHER, SINCE THE CONSULAR OFFICER IS ALSO THE POST LANGUAGE OFFICER, TIME AVAILABLE FOR LANGUAGE TRAINING SUPERVISION AND SCHEDULING WOULD BE LIMITED, ADVERSELY AFFECTING LANGUAGE TRAINING AT THE POST AND THUS THE EFFECTIVENESS OF A LARGE PERCENTAGE OF THE STAFF OF THE MISSION. BASIC CONSULAR SERVICES WOULD BE SLOWER IN DELIVERY, HAMPERING ACCOMPLISHMENT OF OBJECTIVE IV (C) AND INCREASING DIFFICULTIES FOR THE AMERICAN AND MALIAN PUBLIC IN GENERAL.

THE SHIFT TO A NON-PERSONAL SERVICES CONTRACT FOR THE WORK CURRENTLY PERFORMED BY 22 MAINTENANCE WORKERS, 3 GARAGE MECHANICS, A PETROLEUM/OIL/LUBRICANTS DISTRIBUTION CLERK, AND 4 DRIVERS WOULD MEAN HIGHER DIRECT COST (SINCE THE CONTRACTOR WOULD REQUIRE AN ESTIMATED PROFIT/EXPENSE/TAXATION LEVEL OF 10 PERCENT ABOVE PRESENT DIRECT-HIRE COSTS), LOWER PRODUCTIVITY (BECAUSE OF LACK OF DIRECT SUPERVISION BY THE EMBASSY), LIMITED OFFICIAL USE

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LOWERED MORALE OF WORKERS (SINCE THEY WOULD LOSE U.S. PENSION RIGHTS AND A DIRECT EMPLOYEE RELATIONSHIP WITH THE U.S. GOVERNMENT), ADDITIONAL SECURITY CONCERNS IN THAT THE WORK FORCE WOULD BE LESS STABLE (THE CONTRACTOR COULD SUBSTITUTE INDIVIDUAL WORKERS), MORE SUBJECTION TO LOCAL GOVERNMENT REGULATIONS AND REQUIREMENTS (BECAUSE THE CONTRACTOR MUST FOLLOW ALL LOCAL LABOR LAWS CAREFULLY WHILE THE EMBASSY MAY HAVE SOME OF THESE WAIVED FOR ITS DIRECT-HIRE PERSONNEL), HIGHER OVERTIME REQUIREMENTS ON THE REMAINING DIRECT-HIRE PERSONNEL, AND A GENERALLY LOWER LEVEL OF SERVICE. ALL OF THAT IN TURN WOULD RESULT IN AN ADVERSE IMPACT UPON MORALE OF ALL PERSONNEL, INCLUDING THE SIGNIFICANTLY INCREASED NUMBER OF AID DIRECT-HIRE AND CONTRACT PERSONNEL. OBJECTIVES I (A), (B), AND (C) AND II (A) WOULD BE UNFAVORABLY AFFECTED AS A RESULT.

FORM ZZB-3

1. DECISION UNIT: MALI

2. PACKAGE II OF IV

## 3. ACTIVITY DESCRIPTION

AT 95 PERCENT OF OUR CURRENT LEVEL, THE POLITICAL AND CONSULAR SECTIONS WOULD BE RESTORED TO THEIR COMPLEMENTS OF ONE OFFICER EACH AND WOULD REMAIN SEPARATE. THE FULL RANGE OF POLITICAL CONTACT WORK AND REPORTING COULD BE UNDERTAKEN, IN SUPPORT OF OBJECTIVES III AND IV (A) AD (B). IN TURN, THE EXECUTIVE STAFF WOULD BE ALLOWED TO DEVOTE THE NECESSARY TIME TO POLICY GUIDANCE, SUPERVISION, AND MANAGEMENT. SPECIAL SELF-HELP PROJECTS COULD BE ACTIVELY PURSUED, PLANNED, AND SUPERVISED, THUS AIDING THE LIMITED OFFICIAL USE

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ACCOMPLISHMENT OF OBJECTIVE I (C). THE REQUISITE TIME WOULD BE AVAILABLE FOR THE SUPERVISION OF LANGUAGE TRAINING, BENEFITING ALL ACTIVITIES OF THE POST.

BASIC CONSULAR SERVICES WOULD BE PERFORMED ON A CURRENT BASIS, ASSISTING IN THE EXECUTION OF OBJECTIVE IV (C) AND RENDERING NORMAL SERVICE TO THE PUBLIC.

BECAUSE OF THE "CURRENT" LEVEL AND THE PRESCRIBED RATION OF ONE AMERICAN POSITION EQUALS 33 FSL POSITIONS, IN ORDER TO REACH A 5-PERCENT REDUCTION ONE ADDITIONAL DIRECT HIRE LOCAL EMPLOYEE, A FIFTH DRIVER, WOULD HAVE HIS POSITION ELIMINATED AND HIS WORK PLACED UNDER THE NON-PERSONAL SERVICES CONTRACT REFERRED TO IN DECISION PACKAGE I.

RESOURCE REQUIREMENTS FY 78 FY 79 FY 80

THIS PKG CUMULATIVE  
ONLY

U.S. OFFICERS	9	9	1	9
U.S. STAFF	8	8	0	8
FSL'S	69	69	-1	38
TOTALS	86	86	0	55

## 5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES

ALL THE IMPACT NOTED IN DECISION PACKAGE I FROM THE SHIFT TO A NON-PERSONAL SERVICES CONTRACT FOR WORK CURRENTLY PERFORMED BY DIRECT-HIRE GENERAL SERVICES LOCAL EMPLOYEES WOULD CONTINUE TO BE FELT, HEIGHTENED BY THE INVOLVEMENT OF A THIRTY-FIRST POSITION. THUS, OBJECTIVES I (A), (B), AND (C) AND II (A) WOULD CONTINUE TO BE ADVERSELY AFFECTED.

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ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 SIG-03  
A-01 PER-01 ABF-01 EB-08 CA-01 AID-05 /055 W  
-----111644 292025Z /11  
R 281745Z APR 78  
FM AMEMBASSY BAMA KO  
TO SECSTATE WASHDC 9332

LIMITED OFFICIAL USE SECTION 3 OF 4 BAMA KO 2011

FORM ZBB-3

1. DECISION UNIT: MALI

2. PACKAGE II OV IV

3. ACTIVITY DESCRIPTION

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF THE AGREED 14 MAJOR POLICY GOALS AND OBJECTIVES. GENERAL SERVICES WORK BY LOCAL EMPLOYEES WOULD BE RESTORED TO A DIRECT-HIRE BASIS.

4. RESOURCE REQUIREMENTS FY 78 FY 79 FY 80  
THIS PKG. CUMULATIVE  
ONLY

U.S. OFFICERS	9	9	0	9
U.S. STAFF	8	8	0	8
FSL'S	69	69	31	69
TOTALS	86	86	31	86

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES  
WHILE ALL CURRENT ACTIVITIES COULD BE CONTINUED AT THIS LEVEL,  
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THE SIGNIFICANTLY INCREASED AID ACTIVITY, BOTH IN TERMS OF PROGRAM AMOUNTS AND THE NUMBER OF PERSONNEL SUPPORTED, PLACES AN EVER-GREATER STRAIN UPON OUR OVERLOADED ADMINISTRATIVE SERVICES. WE ASSUME THAT A JAO WILL BE PLACED IN OPERATION HERE IN FY 78. SUCH AN ORGANIZATION WILL NOT BE ABLE TO PROVIDE THE AMOUNT AND QUALITY OF SUPPORT REQUIRED AT THE CURRENT PERSONNEL LEVELS.

THUS, MORALE WILL SOON BE ADVERSELY AFFECTED, AS WILL TIME AVAILABLE TO PROGRAM PERSONNEL TO CARRY OUT THEIR SUBSTANTIVE RESPONSIBILITIES WHILE THEY ARE OBLIGED TO WORRY ABOUT ADMINISTRATIVE PROBLEMS. IN TURN ACCOMPLISHMENT OF OBJECTIVES I (A), (B), AND (C) AND II (A) WILL BE UNFAVORABLE AFFECTED.

FORM ZBB-3

1. DECISION UNIT: MALI

2. PACKAGE IV (OPTIONAL) OF IV

3. ACTIVITY DESCRIPTION

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF THE AGREED 14 MAJOR POLICY GOALS AND OBJECTIVES. IN ADDITION, SUPPORT NOW LACKING FOR A SUBSTANTIALLY AUGMENTED A.I.D. MISSION COULD BE PROVIDED THROUGH THE JAO BY THE ADDITION OF A PERSONNEL OFFICER, A THIRD GENERAL SERVICES OFFICER, AND A U.S. STAFF ADMINISTRATIVE SECRETARY/EXECUTIVE SECRETARY, AS WELL AS 6 FSL'S TO BE ALLOCATED AS FOLLOWS: ONE EACH: TELETYPE OPERATOR, MAINTENANCE SUPERVISOR, PROCUREMENT SUPERVISOR, INVENTORY SUPERVISOR, AIR CONDITIONER/ REGRIGERATOR SUPERVISOR, BUILDING ENGINEER.

4. RESOURCE REQUIREMENTS FY 78 FY 79 FY 80

THIS PKG. CUMULATIVE  
ONLY

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U.S. OFFICERS	9	9	2	11
U.S. STAFF	8	8	1	9
FSL'S	69	69	6	75
TOTALS	86	86	9	95

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES

THE SERVICES OF THESE ADDITIONAL PERSONNEL WOULD ALLOW FULL EXPLOITATION OF THE MISSION'S POTENTIAL, THUS LEADING TO BETTER ACCOMPLISHMENT OF ALL GOALS AND OBJECTIVES.

NON-SALARY FUNDING (PARAGRAPHS 20 AND 21 OF STATE 063477).

I HAVE COMMENTED IN BAMA KO 1789 ON ALL REVELANT AREAS EXCEPT REPRESENTATION.

CONCERNING THAT SUBJECT, THERE ARE GREAT OPPORTUNITIES FOR USEFUL REPRESENTATIONAL ACTIVITY HERE, GIVEN THE ENHANCED RECEPTIVITY OF THE MALIANS AND THE GENERAL IMPROVEMENT IN U.S.- MALI RELATIONS. SEVERAL OF US EXPECT TO BE OUT-OF-POCKET AGAIN THIS YEAR, EVEN THOUGH WE HAVE BEEN GIVEN AN INCREASE OF \$1700.00 OVER THE INITIAL

FY 1978 ALLOTMENT OF \$4800.00. WE PREFER TO BE OUT-OF-POCKET THAN TO LET GOOD CHANCES PASS BY, BUT A BIGGER REPRESENTATIONAL ALLOCATION FOR FY-1979 AND BEYOND WOULD BE RECEIVED GLADLY.

PART II. EVALUATION OF GOALS, OBJECTIVES, AND RESOURCE MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT TO THE AMBASSADOR'S SUPERVISION, COORDINATION, AND DIRECTION. I HAVE PREVIOUSLY COMMUNICATED TO THE DEPARTMENT MY ASSESSMENT OF THE HIGH VALUE OF OUR AID, ICA, AND PEACE CORPS PROGRAMS IN MALI AND OF THEIR CRITICAL IMPORTANCE TO THE ATTAINMENT OF OUR OBJECTIVES HERE. I HAVE ALSO DESCRIBED THE POTENTIAL FOR FAVORABLE IMPACT OF THE IMET PROGRAM REQUESTED FOR THE FUTURE. THE MOST RECENT REFERENCES ARE BAMAKO 1048 AND BAMAKO 1789.

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ACTION MMO-02

INFO OCT-01 AF-10 ISO-00 SS-15 SP-02 NSC-05 SIG-03  
A-01 PER-01 ABF-01 EB-08 CA-01 AID-05 /055 W  
-----111592 292024Z /43

R 281745Z APR 78  
FM AMEMBASSY BAMAKO  
TO SECSTATE WASHDC 9333

LIMITED OFFICIAL USE SECTION 4 OF 4 BAMAKO 2011

WITH RESPECT TO THE ABSORPTION OF A 10-PERCENT REDUCTION IN U.S. GOVERNMENT ACTIVITY IN MALI, I BELIEVE THAT LAST SECTION OF BAMAKO 1789 FULFILLS THE REQUIREMENT OF REFTEL A AS WELL. I WISH TO STRESS, HOWEVER, THAT THE ACTIVITIES SELECTED FOR THE MAJOR CUTS ARE NOT "LEAST IMPORTANT" TO THE ACHIEVEMENT OF OUR GOALS. RATHER, A 10-PERCENT REDUCTION IN EACH OF THE SMALL PROGRAMS WOULD HAVE GOUGED THEM UNACCEPTABLY, ELIMINATING VITAL ACTIVITIES OR SERVICES. SO THE BULK OF THE MISSION-



WIDE CUT WAS LEVIED ON AID, THE ONLY PROGRAM LARGE ENOUGH  
TO ABSORB A HUGE REDUCTION AND STILL CARRY ON A MINIMUM  
LEVEL OF SIGNIFICANT OPERATION. BUT TO CUT THE AID  
PROGRAM AT ALL WOULD BE TO REVERSE THE DIRECTION IN WHICH  
THE AMERICAN GOVERNMENT HAS DECIDED TO GO IN THE SAHEL.  
ONE OF OUR BASIC OBJECTIVES HERE IS TO ASSIST IN MALI'S  
ECONOMIC DEVELOPMENT AND UPGRADE THE QUALITY OF ITS RURAL  
LIFE, AND A DYNAMIC AID PROGRAM IS ESSENTIAL TO THE FUL-  
FILLMENT OF THAT GOAL. BAMAKO, LIKE THE REST OF THE  
SAHEL, IS AN EXPANDING POST WITH EXPANDING PROGRAMS, AND  
NOW IS NO TIME FOR RETROGRESSION.  
BYRNE

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## Message Attributes

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**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
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**Copy:** SINGLE  
**Draft Date:** 28 apr 1978  
**Decaption Date:** 01 jan 1960  
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**Disposition Case Number:** n/a  
**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 20 Mar 2014  
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**Litigation History:**  
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**Message ID:** 90a861b2-c288-dd11-92da-001cc4696bcc  
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**Original Classification:** LIMITED OFFICIAL USE  
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**Secure:** OPEN  
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**Subject:** FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS: MALI  
**TAGS:** OGEN, ML  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/90a861b2-c288-dd11-92da-001cc4696bcc  
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20 Mar 2014  
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